

2021

Jacobs Gender and Ethnicity Pay Gap Report England, Wales and Scotland

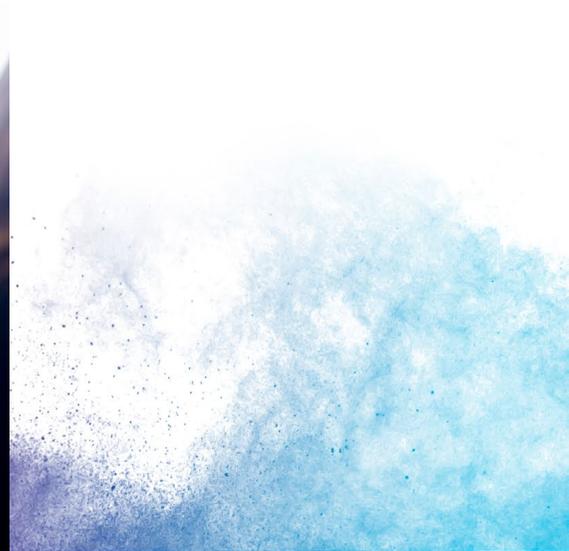


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Foreword

At Jacobs, we understand that “inclusion” is a verb, not a noun. It means being transparent and taking action on our statements, commitments and initiatives that drive meaningful, measurable change both in our company and in the communities that we serve. It means creating a workplace where our differences are accepted, celebrated and harnessed to bring the innovative, extraordinary solutions clients demand from us. It means creating a culture of belonging where everyone can thrive — a culture that we call TogetherBeyondSM.

We understand that bold, accountable leadership is a key driver for inclusion, and we have seen great success through our operationalisation of TogetherBeyond and amplification of inclusive behaviors at all levels of our company. Our inaugural [2021-2022 Europe TogetherBeyond Report](#) sets out our approach to meeting our inclusion goals by building and nurturing an industry-leading culture where people of all levels, backgrounds and perspectives can achieve their career aspirations and feel like they belong.

With this in mind, I am pleased to present a 2021 Gender Pay Gap Report which – for the fourth consecutive year – shows that our average pay gap is continuing to shrink. The gap now stands at 19.6%, a reflection of our increased focus on promoting female talent and advancing conversations around gender equality and pay equity across our company.

This year we are also voluntarily publishing our second Ethnicity Pay Gap Report, indicating a reduction in our average pay gap to 9.4%. This is a direct result of our [Global Action Plan for Advancing Justice and Equality](#), launched in 2020, which sets out actionable initiatives and measurable objectives to ensure equality both within Jacobs and in communities across the world. To date, we have invested over \$3,000,000 in targeted sponsorships, charitable donations and Science, Technology, Engineering, Arts and Mathematics (STEAM) outreach aimed at supporting historically under-represented communities, bringing a new generation of talent into the industries that we serve, and developing our existing diverse talent into leadership positions. I am particularly excited about the partnership we’ve developed with the [Cowrie Scholarship Foundation](#), a programme that will bring over 100 economically disadvantaged and fully deserving, Black British students through U.K. universities in the next decade.

We continue to amplify inclusive behaviours and improve diversity at all levels of Jacobs, from our Board of Directors which is now 55% diverse, our Executive Leadership Team which stands at just over 67% diverse, to the 27,000+ members of our eight grassroots [Jacobs Employee Networks](#).

While these continued improvements are promising, in 2022 and beyond we intend to ramp up initiatives like our **Global Action Plan for Advancing Justice and Equality** and aspirational goal of achieving **40:40:20** (40% male, 40% female and 20% of any gender) balance across our global operation, whilst leveraging the results from our annual **Culture Survey**, to further amplify inclusion and diversity within Jacobs. We are also working diligently to grow our data and analytics capabilities to learn more about how our people feel, identify and connect, which in turn will help identify trends, patterns, and causes of lower representation of women and Black, Asian and Minority Ethnic people across our business.

In summary – our progress is encouraging, and as we continue to further operationalise our TogetherBeyond culture we expect 2022 to be a year where we continue to propel a new generation of diverse visionary thinkers through the ranks of our incredible company.



Shelie Gustafson

CHIEF PEOPLE AND INCLUSION OFFICER

This document specifically discloses Jacobs U.K. gender and ethnicity pay gaps as of 5 April 2021. I confirm that the information and data provided in this report is accurate and that information concerning the gender pay gap is in line with the requirements of the U.K. Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Our Gender Pay Gap in 2021 – England, Wales and Scotland

Jacobs has four U.K. entities with more than 250 employees as of 5 April 2021.

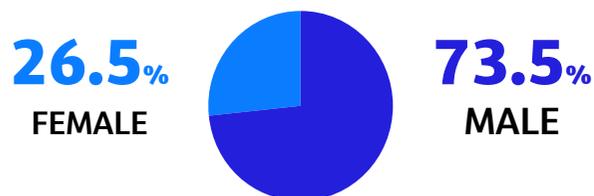
These are:

- Jacobs U.K. Limited,
- Jacobs Clean Energy Limited,
- Jacobs Field Services Limited,
- Halcrow Group Limited.

The gender pay gap is a measure to show the difference between the gross hourly, ordinary earnings for all male employees compared to the gross hourly, ordinary earnings for all female employees, without taking into account individual roles, responsibilities and seniority level.

The gender pay gap includes regular payment of salaries and allowances and is taken from Payroll data.

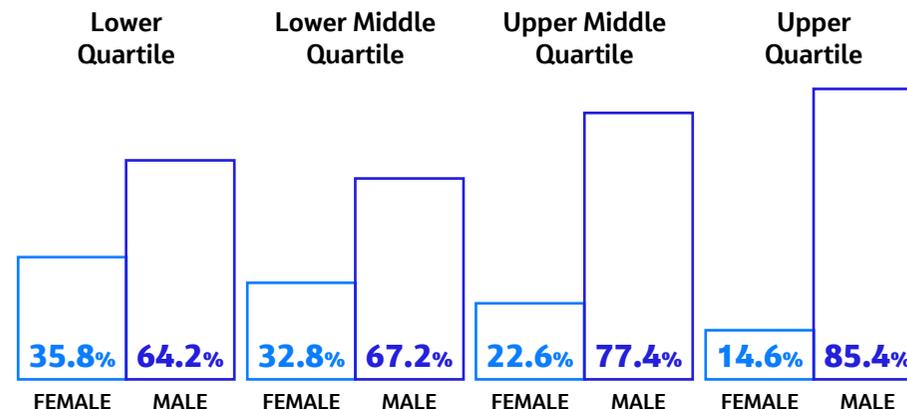
Gender Distribution



Please note that CH2M HILL United Kingdom entity now has fewer than 250 employees and therefore is not reported separately in our 2021 report.

Proportion of males and females in each pay quartile

We have seen year-on-year increase in the proportion of women represented in the upper quartile pay bands. This shows that our intentional action to attract, promote and retain women is having a positive impact on representation.



Proportion of males and females in each pay quartile 2017-2021

	2017		2018		2019		2020		2021	
	FEMALE	MALE								
Lower Quartile	39.6%	60.4%	38.1%	61.9%	37.1%	62.9%	38.3%	61.7%	35.8%	64.2%
Lower Middle Quartile	32.1%	67.9%	29.9%	70.1%	31.3%	68.7%	30.9%	69.1%	32.8%	67.2%
Upper Middle Quartile	22.3%	77.7%	20.7%	79.3%	21.7%	78.3%	23.2%	76.8%	22.6%	77.4%
Upper Quartile	10.7%	89.3%	12.4%	87.6%	13.2%	86.8%	14.3%	85.7%	14.6%	85.4%

Gender Pay Gap

	2017	2018	2019	2020	2021
Mean	26.0%	25.5%	23.4%	21.3%	19.6%
Median	23.7%	23.2%	22.7%	21.3%	21.8%

Our **mean pay gap** has reduced for the fourth consecutive year, reflecting the progress we have made in increasing female representation in senior roles and our intentional focus on pay equity. However, the pay gap continues to be larger than we would like and the biggest driver of this continues to be the shape of our workforce – we still have fewer women in senior roles. We have set an aspirational goal to achieve 40:40:20 gender balance by 2025 and have a robust plan in place to ensure sustained progress.

Our **median pay gap** has increased marginally; this is partly explained by overall changes to our headcount during the reporting period, including IR35* conversions which were predominantly higher paid males, and the percentage increase received relative to pay quartiles during the reporting period. Females in the lower two pay quartiles received, on average, higher pay increases relative to males, whereas more men in the third pay quartile received a higher pay increase, thus impacting the median pay gap.



* IR35 is legislation by HMRC to combat tax avoidance with a change to legislation that came into effect April 2020 resulting in some workers converting to PAYE employees.

Gender Pay Gap

Mean gender pay gap

The **mean gender pay gap** is the difference between the mean average hourly earnings of women compared to the average hourly earnings of men and is expressed as a percentage.

The higher the percentage, the higher the pay gap between men and women.

Mean bonus pay gap

The **mean bonus pay gap** is the difference between the mean average bonus payment received by women compared to the mean average bonus payment received by men and is expressed as a percentage.

The higher the percentage, the higher the bonus pay gap between men and women.

Median gender pay and bonus gaps

The **median gender pay, and bonus gaps** are calculated by arranging all the pay amounts of males and females in numerical order and selecting the middle amount. This is also expressed as a percentage. The higher the percentage, the higher the pay gap between men and women.

Pay quartiles

The proportion of men and women in four pay bands. The hourly pay for both men and women is arranged from the lowest to the highest – this is then divided into four quartiles (divided as evenly as possible). Then the proportion of men and women is calculated for each quartile.



Bonus Pay Gap – Gender

Proportion of employees who received bonus by gender

	2017	2018	2019	2020	2021
Male	20.1%	30.0%	22.7%	19.7%	20.5%
Female	22.2%	30.0%	27.9%	23.8%	23.8%

For the fourth consecutive year, the proportion of women receiving a bonus is higher than (or equal to) men. Our bonus schemes are discretionary and include annual payments, as well as on-the-spot awards which all employees, including leaders, are empowered to request to acknowledge great work in real time throughout the year. A higher proportion of women have received on-the-spot awards, and this has led to a higher proportion of women, compared to men, receiving discretionary bonus payments.

Gender pay gap – bonus

	2017	2018	2019	2020	2021
Bonus Mean	59.1%	64.1%	61.2%	44.2%	38.6%
Bonus Median	42.7%	74.0%	35.7%	48.7%	10.3%

As our bonus schemes are discretionary, this can lead to variances year to year. Between 2020 and 2021, our mean and median bonus gaps have reduced. However, we know we cannot be complacent and continued progress depends on increasing female representation in senior roles, closing our gender pay gap and ongoing vigilance to ensure bonuses are awarded equitably.



Our Ethnicity Pay Gap in 2021 – England, Wales and Scotland

We are voluntarily publishing our second Ethnicity Pay Gap Report, sharing data as of 5 April 2021. We are reporting data for employees across all employing entities who have made a declaration to Jacobs on their ethnicity. For the purpose of this report, ethnicity is categorised as either Black, Asian and Minority Ethnic or White.

Publishing our ethnicity pay gap data is an important step in understanding the challenge we face as a business and helping to amplify the action we need to take to improve ethnic diversity and inclusion within Jacobs. Only by being transparent can we drive intentional action and measure the progress we are making regarding ethnic diversity and inclusion in our business.

The ethnicity pay gap is a measure to show the difference between the gross hourly, ordinary earnings for all Black, Asian and Minority Ethnic employees compared to the gross hourly, ordinary earnings of all White employees without taking into account individual roles, responsibilities and seniority level.

In the absence of prescribed government guidelines on how to report the ethnicity pay gap, for the purpose of this report we are reporting the pay gap between employees who declared their ethnicity to be White versus all other ethnicity declarations. We have excluded any employees from the calculations who had not shared their ethnicity.

Ethnicity Distribution

	Declared White	Declared Black, Asian and Minority Ethnic	Not declared
2020	67.9%	8.0%	24.1%
2021	64.5%	7.4%	28.1%

For 2021 reporting purposes, the overall percentage of employees who have shared their ethnicity as either White or Black, Asian and Minority Ethnic has reduced slightly, and the total number of employees within this group who have declared their ethnicity as Black, Asian and Minority Ethnic has also declined. This downward trend is contrary to our aspiration to increase ethnic diversity representation. Since the reporting period, we have undertaken a data sharing campaign to address this, and our data disclosure rates have significantly increased as a result. We are also working diligently to grow our analytics capabilities to learn more about how our people feel, identify and connect, which will in turn help identify trends, patterns and causes of lower representation of Black, Asian and Minority Ethnic people across our business.

Proportion of Black, Asian and Minority Ethnic and White Employees in Each Pay Quartile

Between 2020 and 2021, we saw an increase in representation of Black, Asian and Minority Ethnic employees in the lower pay quartile and a reduction of Black, Asian and Minority Ethnic employees in the middle pay quartiles. The upper pay quartile has remained static.

We are committed to increasing Black, Asian and Minority Ethnic representation across our workforce and particularly in senior roles. Our **Global Action Plan for Advancing Justice and Equality** sets out actionable initiatives and measurable objectives to ensure we make sustained progress across all levels of Jacobs.

		Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
White	2020	89.6%	87.6%	87.9%	92.6%
	2021	89.4%	88.6%	88.5%	92.6%
Black, Asian and Minority Ethnic	2020	10.4%	12.4%	12.1%	7.4%
	2021	10.6%	11.4%	11.5%	7.4%

Ethnicity Pay Gap

	Mean	Median
2020	10.3%	5.3%
2021	9.4%	6.4%

Our **mean pay gap** reduced from 10.3% in 2020 to 9.4% in 2021. Changes in representation across our quartiles resulted in a higher mean hourly rate for Black, Asian and Minority Ethnic employees compared to White employees.

Our **median pay gap** increased from 5.3% to 6.4%; this is partly explained by overall changes to our headcount, including IR35* conversions, which were predominantly higher paid, white males.

Overall, we continue to see an ethnicity pay gap because we have proportionately more employees who identify as Black, Asian and Minority Ethnic in less senior roles and proportionately more employees who identify as White in more senior, higher paid roles.



* IR35 is legislation by HMRC to combat tax avoidance with a change to legislation that came into effect April 2020 resulting in some workers converting to PAYE employees.

Bonus Pay Gap – Ethnicity

Proportion of employees who received a bonus by ethnicity

	White	Black, Asian and Minority Ethnic
2020	22.1%	15.9%
2021	22.0%	13.9%

The proportion of Black, Asian and Minority Ethnic employees receiving a bonus in 2021 has reduced from 2020, whilst the proportion of White employees in receipt of a bonus for the same period has also decreased marginally.

Bonus pay gap – ethnicity

	Bonus Mean	Bonus Median
2020	40.0%	34.0%
2021	73.1%	25.0%

Our **mean bonus gap** increased in 2021 due to changes in eligible population and exceptional performance in 2020. These changes amplified the impact on our bonus gap.

Conversely, our **median bonus gap** has reduced and reflects a positive shift in the mid-point value of bonuses received relative to 2020 for Black, Asian and Minority Ethnic employees.

Ethnicity Pay Gap

Mean ethnicity pay gap

The **mean pay gap** is the difference between the mean average hourly earnings of employees who have declared their ethnicity as White compared to the hourly average earnings of employees who have declared their ethnicity as Black, Asian and Minority Ethnic and is expressed as a percentage.

The higher the percentage, the higher the pay gap between White and Black, Asian and Minority Ethnic employees.

Employees who have not shared their ethnicity, or have indicated they would prefer not to say, are not included in these calculations.

Mean bonus pay gap

The **mean bonus pay gap** is the difference between the mean average bonus payment received by White employees compared to the average bonus payment of Black, Asian and Minority Ethnic employees and is expressed as a percentage.

The higher the percentage, the higher the bonus pay gap between White and Black, Asian and Minority Ethnic employees.

Median gender pay and bonus gaps

The **median ethnicity pay and bonus gaps** are calculated by arranging all the pay amounts of Black, Asian and Minority Ethnic and White employees in numerical order and selecting the middle amount. This is also expressed as a percentage.

The higher the percentage, the higher the pay gap between Black, Asian and Minority Ethnic and White employees.

Pay quartiles

The proportion of White and Black, Asian and Minority Ethnic employees is in four pay bands. The hourly pay for both White and Black, Asian and Minority Ethnic employees is arranged from the lowest to the highest – this is then divided into four quartiles (divided as evenly as possible). Then the proportion of White and Black, Asian and Minority Ethnic is calculated for each quartile.



UK Pay Equity Review

Whilst meeting our statutory obligations in relation to gender pay gap reporting and voluntarily reporting our ethnicity pay gap, we are committed to ensuring our employees are compensated fairly and equitably based on the roles they perform relative to Jacobs' Global Career Structure and salary scales. In the U.K., we undertake a minimum of two pay equity and promotion reviews each year to ensure that our employees are paid and promoted proportionately. In addition, we have an external consultant review our programme on a periodic basis, and provide detailed results and recommendations.

This separate, detailed analysis shows that, globally, women and Black, Asian and Minority Ethnic employees are paid equitably when looking at pay equity on a like-for-like, job grade basis.

In the U.K., Black, Asian and Minority Ethnic and White employees are paid equitably on a like-for-like job grade basis. We have a small gap (less than 3%) between female and male employees on a job grade basis and we are working to address this.

Whilst this provides reassurance that we are paying employees equitably on a like-for-like job grade basis, there is more to be done at a U.K. level to support the advancement of women and Black, Asian and Minority Ethnic talent into higher paid senior roles. This is key to closing our overall pay gaps and our TogetherBeyond approach, **40:40:20 gender balance aspiration** and **Global Action Plan for Advancing Justice and Equality** commitments will help ensure we get there over time.

At the end of our 2021 financial year, 37.5% of all promotions were female and 11.6% of all promotions were Black, Asian and Minority Ethnic. We are proud that these rates exceed existing levels of representation and can therefore make a positive contribution to changing the shape of our workforce to help better reflect the balance within society and the communities we serve over time.



Key Actions

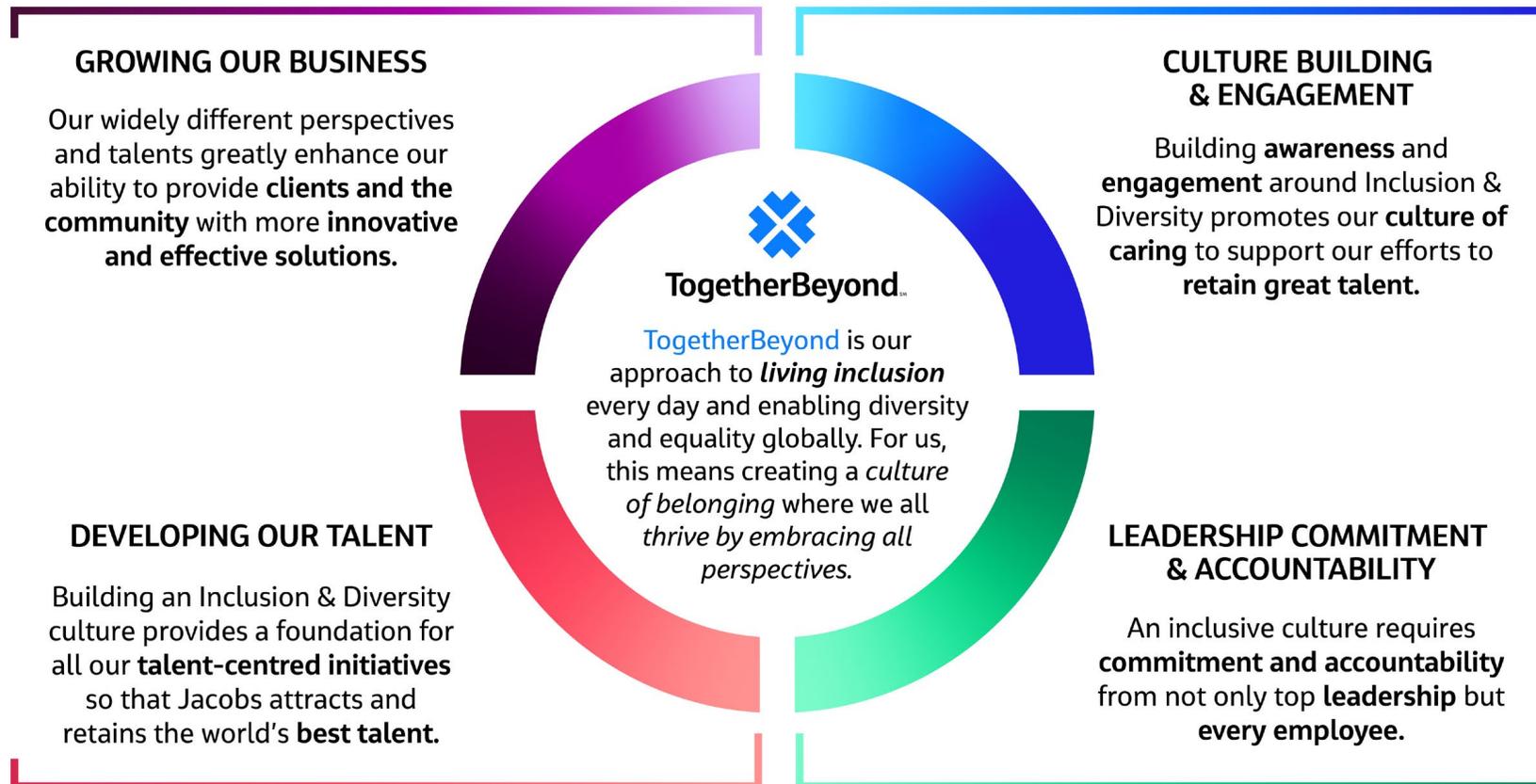
TogetherBeyond is our approach to living inclusion every day and enabling diversity and equity globally.

Our TogetherBeyond approach is shaped around four pillars:

- Leadership Commitment and Accountability
- Developing our Talent
- Culture Building and Belonging
- Growing our Business

We track representation monthly, as well as progress against our **40:40:20 gender balance aspirational goals** and **Global Action Plan for Advancing Justice and Equality**. These actions continue to hold us to account for achieving sustainable change.

Our **2021-2022 Europe TogetherBeyond Report** sets out our inclusion and diversity approach, sharing where we have been, where we are going and how we'll get there.



Key Actions

Leadership Commitment and Accountability

We integrated inclusion and diversity into our **Quarterly Business Review** process to ensure it is treated with the same level of importance as financial performance, and we are actively tracking and instigating/accelerating action to address challenges and ensure meaningful progress against our **40:40:20 gender balance aspirational goals** and **Global Action Plan for Advancing Justice and Equality**.

We recommitted to Business In The Community's 2022 expanded [Race at Work Charter](#), which dovetails our **Global Action Plan for Advancing Justice and Equality**.

- We launched our **Leadership Philosophy** and rolled out a **CEO Leadership Roundtable Programme** to build the Leadership behaviours we need to deliver our business strategy and embed our four company Values, including "We Live Inclusion".
- For the fifth consecutive year, all leaders at Vice President Level and above signed our **TogetherBeyond Leadership Commitment Statement**, a document that enshrines our commitment to inclusive leadership by linking leaders' performance and compensation reviews to inclusive behaviours.
- We undertook a **Pay Equity review** and introduced **Equity Impact Assessments** for key people processes to ensure equitable outcomes.
- We launched a **Management Fundamentals programme** to develop a strong pipeline of future inclusive people leaders.
- We have launched **Amplif(i)³** which focuses on behavioural change to achieve cultural alignment around inspiration, inclusion and innovation.
- We undertook our second **Culture Survey**, developed an action plan in response and shared the results prominently with all employees via a dashboard.
- We undertook a **data sharing campaign** to learn more about our people and allow us to identify and act on relevant trends.

Culture Building and Engagement

- We rolled out mandatory **Advocate and Ally** training for all our employees.
- We rolled out [MARC Dialogue Teams \(Men Advocating Real Change\)](#) to inspire men to become active advocates for change.
- We introduced [Bridge the Gap](#), a parent returners programme, and [Maven](#) to provide resource to help employees navigate different pathways to and through parenthood.
- Through our '**Speak up. Speak out**' initiative, we strengthened our respective policies and training, reaffirming that racism, harassment or bullying of any kind will not be tolerated at Jacobs.
- We evaluated policy and benefit provision against best practice and pivoted the support offered to employees to support life transitions.
- We continued our **Courageous Conversations** initiative to empower and educate employees and line managers to challenge racial inequity and injustice and take appropriate action.
- We continued to support our eight grassroots **Jacobs Employee Networks**, which have 27,000+ members globally.

Key Actions

Developing our Talent

- We set up **Junior Leadership Teams** and **Shadow Leadership Teams** to integrate a diverse range of creative thought into decision-making and foster opportunities for development and internal network growth.
- We introduced an inclusion and diversity **Talent Acquisition plan** and appointed a dedicated **Inclusion and Diversity Talent Acquisition Specialist** and **Inclusion and Diversity Talent Acquisition Communications Lead** to optimise our approach to inclusive hiring and increase the proportion of diverse hires.
- We expanded our **e3 performance and talent management capability** platform to incorporate priority setting, on demand learning courses, skills profiles, employee feedback and employee celebration to support our employees to take ownership of their own careers.
- 500 employees took part in [McKinsey's Black Leadership Academy](#), as part of our **Action Plan for Advancing Justice and Equality**.
- We implemented a **diverse mentoring scheme** to accelerate career development, learning and networking opportunities for under-represented employees.
- We launched **Agile Careers** and **Career Partners** to support talent mobility and progression, with an intentional focus on inclusion and diversity.
- We undertook focused **succession planning** for all director level roles and above to enhance diverse representation in more senior positions.
- We reimagined our **Graduate and Apprentice Development Programmes** to ensure strengthened diversity representation.
- We amplified diverse representation in our **talent programmes covering a spectrum of career grades and levels**.

- We are trialling a **Science, Technology, Engineering, Arts and Mathematics (STEAM) Returners programme** for experienced professionals to return to work after a career break, with the first cohort being drawn from diverse backgrounds.
- We extended our [STEAM Ambassadors programme](#) – we now have over 600 Ambassadors in the U.K. and have made a global commitment to deliver 5,000 hours of STEAM volunteering to inspire future generations to take up STEAM careers, particularly women and Black, Asian and Minority Ethnic young people. We've developed a partnership with **Cowrie Scholarship Foundation**, a programme that will bring over 100 economically disadvantaged, and fully deserving, Black British students through U.K. universities in the next decade.

Growing our Business

- Although not relevant to our gender and ethnicity pay gaps, we are also taking action to increase representation across our contractor resource and throughout our diverse supply chain. In 2021, we spent over \$1.3bn on diverse suppliers across the company.



Key Actions

External recognition

We are proud to be recognised externally for our leading approach to inclusion and diversity, being consistently ranked in the top quartile for inclusion and diversity by organisations such as Forbes, Human Rights Campaign, Stonewall and others.

U.K. awards

- [Times Top 50 Employers for Women 2021](#) – Business in the Community’s established, high profile listing of employers striving for gender equity in the workplace.
- [Carer Confident Active Accreditation](#) – helping us build a supportive and inclusive workplace for employees who are/will become carers and continue to grow their careers.

Global awards

- **Catalyst** – joined the [Catalyst CEO Champions For Change](#) and as a result, appointed our first female Executive Vice President, Joanne Caruso, Chief Legal and Administrative Officer.
- **Women on Boards** – honoured by 2020 Women on Boards for our commitment to Board diversity.

Our employee networks

We are proud that our eight intersectional Jacobs Employee Networks play a key role in delivering our TogetherBeyond plans and supporting their 27,000+ members.

“Jacobs Women’s Network is passionate about reflecting the needs and experiences of our members and amplifying their voice. As a network, we continue to adapt and flex to the new working environment. We want to ensure our members can retain the flexible working arrangements that work for them, while ensuring they have opportunities to be visible and engaged, creating an environment where our women can thrive. Our goal is to provide our members with access to industry leading career planning resources and support, clear visibility of promotion and career growth opportunities across the business, and fair reward and recognition for their work.

“Harambee has experienced unforeseen levels of growth and success in the last two years, bringing together a diverse global family of Black employees and allies to promote equality and drive lasting cultural change – not only within Jacobs but with the clients and communities that we serve. Our “Courageous Conversations” programme has been a real differentiator, allowing Jacobs to better understand the experience of our Black colleagues. As such, we have felt supported by the business, and through the Global Action Plan for Advancing Justice and Equality we’re seeing tangible progress in the development and promotion opportunities available to Black employees.



Tina Bowen & Tammy Harrison-Round

CO-CHAIRS, JACOBS WOMEN’S NETWORK U.K. AND IRELAND



Sara Boateng and Yomi Okuboyejo

EUROPE LEADS, HARAMBEE NETWORK

Our Pay Gap Report Summary

We are pleased that our pay equity review provides reassurance that we are paying women and Black, Asian and Minority Ethnic colleagues equitably on a like-for-like Global Career Structure basis. Increasing representation is our key driver for addressing our gender and ethnicity pay and bonus gaps. Our **TogetherBeyond plan** and [40:40:20 gender balance](#) aspirational goals and [Global Action Plan for Advancing Justice and Equality](#) are delivering measurable progress in increasing female and Black, Asian and Minority Ethnic representation in senior roles, but we know we have more work to do and are committed to ramping up our efforts to accelerate progress.

Although we have focused on gender and ethnicity in this report, our TogetherBeyond approach is about creating a workplace where all differences are accepted, celebrated and harnessed to bring the innovative, extraordinary solutions clients demand from us. To find out more about our holistic approach to Inclusion and Diversity, please look at our [2021-2022 Europe TogetherBeyond Report](#).





Reporting Tables 5 April 2021 for England, Wales and Scotland

Statutory disclosure required for gender pay gap reporting purposes

	JACOBS U.K. LIMITED		JACOBS CLEAN ENERGY LIMITED		JACOBS FIELD SERVICES LIMITED		HALCROW GROUP LIMITED	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Difference in hourly rate of pay	22.8%	25.5%	18.8%	24.5%	1.5%	8.2%	16.4%	14.3%
Difference in bonus pay	49.1%	47.1%	-5.2%	-42.6%	14.3%	-149.8%	60.3%	25.0%
Proportion of male employees who received a bonus	17.1%		40.6%		2.0%		18.0%	
Proportion of female employees who received a bonus	21.0%		36.4%		4.1%		25.0%	
Proportion of males & females in each quartile pay band	Males	Females	Males	Females	Males	Females	Males	Females
Lower Quartile	58.8%	41.2%	66.0%	34.0%	89.7%	10.3%	63.9%	36.1%
Lower Middle Quartile	62.6%	37.4%	72.4%	27.6%	94.2%	5.8%	69.2%	30.8%
Upper Middle Quartile	74.6%	25.4%	82.3%	17.7%	94.4%	5.6%	72.5%	27.5%
Upper Quartile	86.2%	13.8%	84.9%	15.1%	92.3%	7.7%	82.8%	17.2%

Declaration: Jacobs confirms that the information and data provided in this report is accurate and in line with mandatory requirements.

Methodology

- This data is based on a disclosure rate of 100% for gender and 79.3% for ethnicity.
- **In scope population:** All U.K. colleagues directly employed on the snapshot date (5 April 2021) are included within the gender and ethnicity pay calculations. For the breakdown of separate employing entities, we only report on those with 250+ employees on 5 April 2021.
- Gender Pay Gap data is calculated using payroll data in accordance with the U.K. Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and includes the legal, binary declaration of gender for HMRC purposes.
- Ethnicity Pay Gap Report data is based on employee data held in Oracle and does not include non-disclosed colleagues. This means the representation of Black, Asian and Minority Ethnic colleagues shows as lower than gender.

At Jacobs, we're challenging today to reinvent tomorrow by solving the world's most critical problems for thriving cities, resilient environments, mission-critical outcomes, operational advancement, scientific discovery and cutting-edge manufacturing, turning abstract ideas into realities that transform the world for good. With \$14 billion in revenue and a talent force of approximately 55,000, Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector.

Jacobs

Find out more at www.jacobs.com and connect with Jacobs on **Facebook**, **Instagram**, **LinkedIn** and **Twitter**.



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